Transport for Wales Board

Minutes of the meeting 16 July 2026

Held at Y Storfa, Swansea

Members:	
Vernon Everitt	Non-Executive member and Chair
Heather Clash	Chief Finance, Governance & Corporate Services Officer
Rhian Langham	Non-Executive member
Vinay Parmar	Non-Executive member
James Price	Chief Executive Officer
Marcia Sinfield	Non-Executive member
Peter Strachan	Non-Executive member
In attendance:	
Sam Hadley	Executive Director – Strategic Policy
Ian Lucas	Associate Non-Executive member
Stephen Morgan	Assistant Corporate Governance and Compliance Manager
Ceri Taylor	Corporate Services Lead
Lorenzo Visentin	Safety & Risk Director (Item 3)
Lee Robinson	Executive Director for Regional Transport & Integration (Item 5)
Jon Travis	Observer (Welsh Government)
James Davies	Head of Engineering and Transport, Neath Port Talbot County Borough Council
Jeremy Hurley	Cabinet Member for Climate Change and Economic Growth, Neath Port Talbot County Borough Council
Martin Nicholls	Chief Executive, Swansea Council
Rob Stuart	Leader, Swansea Council

1. Welcome, apologies, quorum, declarations, and previous minutes

The Chair welcomed members to the meeting.

A quorum being present, the Chair declared the meeting open.

The minutes of the meeting held on 18 June 2026 were approved as an accurate record. The Board noted the actions log.

2. Safety moment

The Board reflected on safety culture, including the importance of individual ownership, intervention when risks are identified, and avoiding assumptions that responsibility sits elsewhere. Members discussed the need to challenge accepted practices and maintain a strong reporting culture across all transport modes.

2.1 T-Network moment

The Board discussed public reactions to recent transport incidents and the gap that can exist between industry understanding and customer perception. Members recognised that technical explanations alone were not always sufficient to maintain public confidence and that TfW should continue to focus on clear communication and customer centred messaging during disruptive events.

3. Safety report

The Board reviewed the safety report and noted that rail safety performance remained stable, with no serious passenger injuries during the reporting period and positive feedback from the Office of Rail and Road, which recognised continued organisational improvement. Members discussed the increasing impact of prolonged hot weather on passengers, colleagues, infrastructure and operations, agreeing that such conditions should now be treated as a normal operating challenge rather than as exceptional events. The Board also reviewed recent assaults on colleagues, welcoming British Transport Police's response and reiterating the expectation that offenders should be prosecuted where appropriate. Discussion also focused on bus safety, anti-social behaviour, driver welfare and workforce conditions during extreme temperatures, particularly in older vehicles without cooling systems. The Board expressed concern that a culture of accepting operational failures as inevitable existed in parts of the transport sector and agreed that this mindset should be challenged. Members also considered a high-potential level crossing incident and discussed wider risks associated with interfaces between train operations and infrastructure design. **[Lorenzo Visentin to take forward actions from discussion].**

Lorenzo Visentin left the meeting.

4. CEO report

The Board received the Chief Executive's report and discussed operational rail performance, strategic priorities, government engagement and organisational challenges. Members noted that underlying rail performance remained stronger than previous years, but repeated periods of high temperatures had materially affected punctuality and cancellations. The Board discussed whether industry assumptions relating to weather resilience remained appropriate and recognised the need to adapt infrastructure, rolling stock and operating practices to changing climate conditions. Members also reviewed progress with rail investment priorities and organisational efficiency initiatives, supporting a continued focus on challenging legacy industry practices and improving delivery. The Board welcomed the successful commencement of the Class 398 tram-trains [redacted]

The following **action was agreed [Marie Daly, Lorenzo Visentin, Lee Robinson and Dan Tipper]** to:

- Bring back a comprehensive Board paper on climate change adaptation and operational resilience, covering rail, bus, customer impacts, colleague welfare, infrastructure resilience and future operating assumptions.

The Board considered future rail investment and spending review priorities. Members noted ongoing discussions with the Welsh Government, development funding and the prioritisation framework being used to support future funding submissions. The Board discussed the need to articulate both economic and wider societal benefits when promoting rail investment opportunities and supported the overall direction of travel.

4.2 Rail performance - period 2

The Board reviewed period 2 performance and noted that underlying operational performance was broadly positive before being adversely affected by sustained periods of hot weather.

4.3 Annex 3 – rail performance period 3

The Board reviewed period 3 performance and noted similar themes, with service performance remaining broadly strong but impacted by repeated heat-related operational challenges affecting infrastructure, fleet and customer experience.

4.4 Annex 4 – rail performance matrices

The Board reviewed detailed performance metrics and requested continued focus on understanding underlying performance trends. Members supported further analysis of resilience interventions that could reduce weather-related operational impacts in future years.

4.5 Finance

The Board received an update on the current and medium-term financial position [redacted] Members discussed Welsh Government engagement regarding future funding requirements and noted the increasing importance of developing multi-year financial plans. The Board supported continued work to identify efficiencies while recognising that some cost pressures were structural and could not be controlled by TfW itself.

4.5.1 Budget 2028/29 version 1 review

The Board reviewed initial budget assumptions for 2028/29 and discussed the interaction between rolling stock investment, service provision and longer-term sustainability. Members recognised that future funding discussions would need to balance operational requirements with affordability and noted that further engagement with Welsh Government would follow.

5. Bus update

Lee Robinson Joined the meeting.

The Board received an update on progress towards bus franchising. Members welcomed the publication of the Welsh Bus Network Plan, progress in developing the required secondary legislation, ongoing engagement with local authorities, and continued advancement of fleet, depot and operating model development. Discussion focused on organisational capability and operational culture, with Members recognising the need to transition from a contract management approach to one centred on direct network ownership, accountability and performance management. The Board also considered technology readiness, customer information systems, operational data integration and wider business readiness arrangements. Members noted that significant work remained to ensure that systems, processes and people operated effectively as a single integrated network. [redacted]

[redacted]The Board also considered the application of Vision Zero principles within the developing Bus Safety Strategy and emphasised the importance of embedding a safe systems approach across future bus operations. [redacted] and preparations for the North-South coach service. The Board welcomed the improved confidence in programme delivery and emphasised the importance of maintaining momentum against key milestones and delivery objectives.

The following **actions were agreed [Lee Robinson]** to:

- [redacted]
- Progress development of the North-South coach service digital ticketing solution, with a roadmap for future enhancements and customer functionality, providing a road map for review.
- [redacted]
- Swansea Bay and West Wales metro plan to be consulted on soon.
- Review and report on the application of Vision Zero principles within the developing Bus Safety Strategy **[Lorenzo Visentin]**

Lee Robinson left the meeting.

6. Cyber Security and Resilience Bill

Stuart Elliott Joined the meeting.

The Board received an update on the Cyber Security and Resilience Bill and considered the implications for TfW's governance, operational resilience and assurance arrangements [redacted]

The Board noted ongoing assurance activity undertaken through the Audit and Risk Committee and recognised the importance of retaining access to appropriate specialist cyber expertise to provide effective oversight, assurance and challenge. Members also considered the potential benefits of strengthening cyber and technology governance within existing committee structures as legislative requirements and organisational responsibilities evolve.

The following **actions were agreed**:

- Demonstrate the organisation's ability to maintain critical services during system outages. Record any significant gaps as risks and implement appropriate mitigations **(Action Lorenzo Visentin)**.
- [redacted]

Stuart Elliott left the meeting.

7. Customer Strategy

Lewis Brencher joined the meeting.

The Board reviewed progress in developing the Customer Strategy and reflected on examples of customer experience, safety and service delivery. Members discussed the importance of understanding lived customer experiences, ensuring customer impact was considered in operational decision making and embedding customer focused behaviours across the organisation. The Board discussed accessibility, analogue and digital service provision and learning from customer experiences during disruption and major events.

Lewis Brencher left the meeting

8. Preparation for stakeholder session

Ben George joined the meeting to brief members on the South-West area and current transport issues.

9. Stakeholder session

The Board met with Rob Stewart, James Davies, Jeremy Hurley and Martin Nicholls to discuss transport priorities and opportunities within the Swansea region. Discussions focused on improving public transport connectivity, supporting economic development, enhancing access to employment and education opportunities, and delivering an integrated transport network across bus and rail services. Local stakeholders highlighted the importance of reliable and accessible public transport services, improved regional connectivity and continued collaboration between Transport for Wales, local authorities and regional partners. Stakeholders also noted that, while North and South East Wales have benefited from significant rail investment in recent years and Mid Wales has gained from changes to regional transport funding allocation calculations, South West Wales has experienced a reduction in Regional Transport Fund support. They emphasised that the region has considerable economic growth potential, but realising these opportunities will depend on prioritised transport investment to deliver the necessary improvements.

The Board discussed future transport investment opportunities, the role of bus franchising in improving network integration in the region, and the potential benefits arising from closer alignment of bus and rail services. Stakeholders highlighted the importance of local bus to the region and urged colleagues to reignite discussions around the aspirational network if the aim is to make meaningful improvement. Stakeholders also reflected on the importance of supporting sustainable economic growth, improving customer experience and

ensuring transport infrastructure remains resilient to changing environmental and operational challenges. Members welcomed the opportunity to engage directly with stakeholders and noted that regional perspectives would continue to inform the development of transport priorities and future investment plans.

10. Governance

10.1 Wales Rail Board – 24 June

The recent Wales Rail Board focussed on discussions regarding rail investment priorities, strategic planning and future funding opportunities.

10.2 Steering Board – 24 June

The Board noted matters discussed by the Steering Board, including strategic priorities, government engagement and organisational performance.

10.3 TfW Inclusive Travel Board – 25 June

The recent Inclusive Travel Board discussed accessibility, inclusion and safeguarding matters and welcomed the continued focus on improving travel experiences for all users.

10.4 Subsidiary companies update

10.4.1 TfW Rail Board – 26 June

The recent Rail Ltd Board noted discussions regarding safety, operational performance, fleet matters and infrastructure resilience.

10.5 Board sub-committees

10.5.1 Health, Safety and Sustainability Committee – 29 June

The committee focussed on health, safety, security and compliance matters, including assurance activities and key risks.

10.5.2 ARC – 10 July

The Board received an update from the Audit and Risk Committee, including matters relating to internal controls, governance and organisational assurance.

10.5.3 Board sub-committee risk and CEO objectives alignment

The Board reviewed alignment between committee responsibilities, organisational risks and executive objectives and supported continued refinement of reporting arrangements.

10.5.4 Audit and Risk Committee revised Terms of Reference

The Board considered and approved the revised Terms of Reference.

10.5.5 Discussion on potential for co-opted Audit and Risk Committee member – IT & Cyber Security

The Board discussed the potential benefits of additional specialist expertise and agreed that a non-executive director be appointed to the committee to further strengthen cyber and technology assurance arrangements.

There being no further Business, the Chair thanked everyone for the contributions and closed the meeting.